



High Performance Development Model October 2003

Adler, I. (2003). "Play your strong suit." Business Mexico **12/13**(12/1): 23.

Simply stated, conventional wisdom no longer seems to work for managers. In order to survive, companies everywhere are placing a premium on innovation. However, successful managers adhere to a new golden rule: Maximize the strengths of your people, rather than focusing on remedies for their weaknesses. Developing strengths takes a long time, so why waste time on curing weaknesses when you can accomplish more by coaxing each person to contribute to the maximum with their strengths? This concept could also be applied at the cultural level.

Ahmed, A. M., J. B. Yang, et al. (2003). "Self-assessment methodology: The route to business excellence." The Quality Management Journal **10**(1): 43.

In recent years, there has been an increasing interest in the area of organizational self-assessment and an increasing number of companies have used the European Foundation for Quality Management (EFQM) business excellence model as the template for testing different business strategies as well as for measuring performance. There is little evidence of any methodology, however, that can help organizations link the areas for improvement identified from the assessment to their business' action plans at strategic, tactical, and operational levels. This article discusses these problems and puts forward a solution by describing the use of multiple criteria decision-making (MCDM) and the evidential reasoning approach (ER) in the self-assessment process. It is argued that the intelligent decision system (IDS) being developed can be used to improve how the self-assessment process is carried out and provide accurate and fast scoring for a company.

Arnold, E. and M. Pulich "Personality conflicts and objectivity in appraising performance." The Health Care Manager **22**(3): 227.

Athanassiou, N., J. M. McNett, et al. "Critical thinking in the management classroom: Bloom's taxonomy as a learning tool." Journal of Management Education **27**(5): 533.

Bendapudi, V., S. L. Mangum, et al. (2003). "Nonstandard employment arrangements: A proposed typology and policy planning framework." HR. Human Resource Planning **26**(1): 24.

Nonstandard employment includes "contingent employment," employment not anticipated to be of more than a year's duration, as well as the "alternative employment arrangements" of independent contracting, on-call work, temporary help agencies, and workers provided by contract firms. This article addresses the heterogeneity across nonstandard work and workers and develops a segmentation typology to highlight the different needs and expectations of nonstandard workers. The typology is used to examine the relative roles of public policy and social capital -

the network of social relationships - in addressing the challenges of nonstandard employment. Public policy initiatives in the nonstandard employment arena must be tailored to employee and job characteristics. A striking aspect of today's economy is the number, scope, and growth of nonstandard work arrangements, specifically, alternative and contingent employment. Independent contractors are defined as people who work for themselves. On-call workers are workers who are mobilized and used as needed. Temporary help agency workers are employees who are paid by a temporary help agency. Contract workers are employees who are paid by one company but carry out assignments for another.

Bernard, B. "Leadership and diversity." Executive Speeches **18**(1): 16.

Borkowski, M. "Righting corporate wrongs." CMA Management **77**(5): 16.

Almost always, action is actually taken in reaction to a major crisis when there isn't much left to fix - it's left to the trustees in bankruptcy or appointed receivers (corporate undertakers) to sell salvageable assets at bargain prices. Since securities regulators have no business monitoring day-to-day management decisions, they're almost always left trying to explain what happened and where to attribute blame. Successful turnarounds of large companies like Magna International, Chrysler and IBM seem to be the exception, not the rule. Another option is to conduct an operational turnaround. John Scheel of Oakville, Ont., is a hands-on operational turnaround expert. According to Scheel, the term "turnaround" implies the need for a full court press to remove or reverse entrenched practices that are bringing a company down. This is hard work and normally requires the skills of an outside specialist. Two basic catch-all control rules will come in handy. All employees should be told 1) "If you don't know, ask" and 2) "If you are going to do something, think." There should be no room for excuses.

Charon, L. d. "A transformational leadership development program: Jungian psychological types in dynamic flux." Organization Development Journal **21**(3): 9.

Dooley, R. "Four cultures, one company: Achieving corporate excellence through working cultural complexity (part 2)." Organization Development Journal **21**(2): 52.

Western Digital (WD) took measures necessary to understand complex intercultural challenges and designed a learning and feedback intervention for several hundred WD employees. In the second part in a series, this paper describes: 1. highlights of the two-day program in more detail, 2. what was learned from the participants themselves, 3. what action executive management took based on the feedback, and 4. the resulting impact on the work environment. WD was able to successfully understand, address, and significantly improve its operating environment in a short period of time by: 1. Putting effort into systematically understanding the complex intercultural dynamics occurring within the company. 2. Creating a learning opportunity for building intercultural skills, with feedback from participants embedded in the process to guide management action. 3. Employing determined and visible leadership at the Executive Management level. 4. Forging consensus around a core set of meaningful local operational values, which transcended cultural group preferences. 5. Engendering community and commitment throughout the organization through increased social gatherings, sponsored events, promotion and training around the core values, and systematic leadership development.

Eigeles, D. (2003). "Facilitating shared vision in the organization." Journal of European Industrial Training **27**(5): 208.

The current paper presents a structured method helping organizational facilitators to work efficiently with their clients. Through this method it is possible to

motivate and encourage top executive teams efficiently to willingly generate true vision and mission and implement these in the organization for achieving both improved performance and harmony.

Elliott, G. "Recognizing and eliminating structural complexity." Employment Relations Today **30**(2): 15.

If an organization is deeply seated in a quagmire of structural complexity, the situation, at best, limits performance, and, at worst, can lead to a business's demise. Most often, when people speak of complexity, they do so only within the context of operations. Unfortunately, all complexity is not so easily identified. Complexity, as described in the following paragraphs is the sum total of all low-value processes and activities and is often more evident and more dysfunctional in the planning, support, and management ranks than it is in the operations. Benchmark organizations maintain a constant vigilance to ensure that such low-value activities do not become the centerpiece of organizational behavior. This becomes one of management's primary responsibilities - to keep the organization focused on its highest priority objectives. This is the essence of lean manufacturing and true Six Sigma - variation reduction and critical-few management.

Evans, J. R. and E. P. Jack (2003). "Validating key results linkages in the Baldrige Performance Excellence Model." The Quality Management Journal **10**(2): 7.

The Malcolm Baldrige National Quality Award Criteria for Performance Excellence represent a framework for high-performance management systems. Although the criteria have evolved based on the collective wisdom of quality experts and management practitioners throughout the US, little empirical research has been performed to validate the criteria and its core concepts and values. One of the key linkages in the criteria is the relationship between external results and internal performance metrics, which reflect the processes and management systems that drive results in an organization. A large empirical data set is used to explore these linkages and apply canonical correlation to uncover significant relationships between employee satisfaction and process performance. These results: 1. validate some of the key linkages, 2. support long-standing beliefs and anecdotal evidence by practitioners of the relationships among endogenous and exogenous results for business performance, and 3. lend credibility to causal hypotheses that improving internal management practises lead to improvements in external results.

Forman, M. "Project-level progress." InformationWeek: 34.

More than 750 federal government IT investments planned for fiscal year 2004 - representing about \$21 billion of the total \$59.3 billion IT-budget request - were considered "at risk" for lack of adequate project planning. Agencies are improving their project planning so some IT investments are coming off the at-risk list. However, to raise these efforts to a governmentwide level, the federal government has to grow the skilled workforce. The Bush administration has three major initiatives under way to develop a world-class federal IT workforce and manage the federal IT-investment portfolio. First, agencies have been directed to assess skill gaps and develop action plans to close those. Second, government must change the long and arduous hiring process that currently takes six months on average. Third, the Bush administration has modernized training.

Frese, M., S. Beimeel, et al. "Action training for charismatic leadership: Two evaluations of studies of a commercial training module on inspirational communication of a vision." Personnel Psychology **56**(3): 671.

Garman, A. N., D. Davis-Lenane, et al. "Factor structure of the transformational leadership model in human service teams." Journal of Organizational Behavior **24**(6): 803.

The purpose of this study was to examine the factor structure of the transformational leadership model in human service teams. As the nature of this work environment mandates certain management-by-exception practices, patterns of correlations between perceptions of active and passive management-by-exception behaviors and transformational, transactional, and laissez-faire leadership were of interest. 236 leaders and 620 subordinates from 54 mental health teams completed the Multifactor Leadership Questionnaire, form 8Y. Results suggest that active and passive management-by-exception factors are independent constructs.
[PUBLICATION ABSTRACT]

George, B. "Why it's hard to do what's right." Fortune **148**(6): 95.

The business world has run off the rails, mistaking wealth for success and image for leadership. Executives are in danger of wrecking the very concept of the corporation. Tomorrow's leaders need a tough preparatory course on the pressures and temptations they will face once they have arrived in the executive suite. Those forces are powerful enough to drag down even the most well-intentioned leaders. The outside pressures to keep share prices and profits in a straight-upward arrow, of course, are lunatic. There is nothing natural about an earnings chart that rises in an unbroken line. Kids do not grow that way. Neither do companies. The CEO cannot have the shareholder centrally in mind when making decisions. To many, that will sound like heresy. However, America's leading corporations became great not by getting their share prices up but by doing what they were set up to do incredibly well.

Giacalone, R. A., C. L. Jurkiewicz, et al. "Exit surveys as assessments of organizational ethicality." Public Personnel Management **32**(3): 397.

Grover, R. A. and H. F. Walker (2003). "Changing from production to quality: Application of the situational leadership transtheoretical change models." The Quality Management Journal **10**(3): 8.

This article addresses the problem of how to diffuse responsibility for quality throughout the organization. Central to this challenge is the need to shift the employee mindset and behavior away from exclusive focus on production or service delivery toward a mindset that integrates concern and responsibility for quality. The authors suggest that two approaches in particular provide promising tools for managers attempting to diffuse a focus on quality throughout their organizations. The Transtheoretical Model of Change provides a model for understanding the stages that people go through when attempting change. The Situational Leadership Model provides a useful approach to leading this important organizational transformation. The authors apply the Situational Leadership Model to prescribe what actions leaders should perform when working to bring about a change in follower orientation from production to quality. They believe that the Situational Leadership Model is an appropriate choice of leadership models given the degree to which it fits the stages of change at the follower level of analysis described by the Transtheoretical Model of Change. [PUBLICATION ABSTRACT]

Heimbeck, D., M. Frese, et al. "Integrating errors into the training process: The function of error management instructions and the role of goal orientation." Personnel Psychology **56**(2): 333.

Error management training explicitly allows participants to make errors. We examined the effects of error management instructions ("rules of thumb" designed to reduce the negative emotional effects of errors), goal orientation (learning goal,

prove goal, and avoidance goal orientations) and attribute x treatment interactions on performance. A randomized experiment with 87 participants consisting of 3 training procedures for learning to work with a computer program was conducted: (a) error training with error management instructions, (b) error training without error management instructions; and (c) a group that was prevented from making errors. Results showed that short-and medium-term performance (near and far transfer) was superior for participants of the error training that included error management instructions, compared with the two other training conditions. Thus, error management instructions were crucial for the high performance effects of error training. Prove and avoidance goal orientation interacted with training conditions. [PUBLICATION ABSTRACT]

Heller, F. "Action Learning Worldwide: Experiences of Leadership and Organizational Development." Management Learning **34**(3): 386.

Jay, M. "Understanding how to leverage executive coaching." Organization Development Journal **21**(2): 6.

People who focus on executive performance and development overtime have shown there are four aspects of executive focus in an organization: 1. responsibility, accountability and authority, 2. interpersonal roles, 3. informational roles, and 4. decisional roles. However, this is only the tip of the iceberg in really understanding the value and leverage to be gained as a result of executive coaching. This article examines how to leverage executive coaching fully, in order to assess and amplify the role of emotional intelligence in executive results. [PUBLICATION ABSTRACT]

Kohnen, P. M. (2003). "The Heart of a Leader: Insights on the Art of Influence." The Quality Management Journal **10**(1): 59.

The Heart of a Leader: Insights on the Art of Influence, by Ken Blanchard, is reviewed.

Kontoghiorghes, C. "Identification of key predictors of organizational competitiveness in a service organization." Organization Development Journal **21**(2): 28.

The main purpose of this interdisciplinary study was to take an integrated approach to organizational competitiveness and identify the most critical variables for competitive performance in a service organization in the health care insurance industry. Based on the results of this study one may conclude that although efficient, productive, flat, quality and technology driven organizational systems are still important in the quest for achieving competitive advantage, the organizations that invest in innovation and employee commitment will have the upper hand. [PUBLICATION ABSTRACT]

Kunreuther, F. "The changing of the guard: What generational differences tell us about social-change organizations." Nonprofit and Voluntary Sector Quarterly **32**(3): 450.

Leavy, B. (2003). "Understanding and triad of great leadership - context, conviction and credibility." Strategy & Leadership **31**(1): 56.

Theories based on management traits or styles work well at middle management level, but tend to provide less insight into institutional leadership. It is argued that leadership effectiveness at this highest level can be better understood in terms of 3 main elements - the context for leadership, the conviction of the leader and the flow of credibility over time and tenure. Three major implications of this perspective on leadership are considered: 1. selecting leaders - matching talent and role, 2. educating leaders - perspective, not prescription, and 3. changing leaders - protecting legacies and reputations.

McCaughrin, W. C., M. Mattammal, et al. "Perfect storm: Organizational management of patient care under natural disaster conditions / Practitioner application." Journal of Healthcare Management **48**(5): 295.

Merritt, J. "THE EDUCATION EDGE After several bleak years, companies are jumping back into exec ed programs-but they want them their way." Business Week(3854): 86.

Moreau, G. "What the military can teach corporate-governance reformers." Across the Board **40**(5): 28.

Nelson, B. "These workers can't contain their excitement." ABA Bank Marketing **35**(7): 14.

Neubert, M. J. "Creating a group culture through group systems: An example of integrating academic research into consulting practice." Organization Development Journal **21**(2): 20.

This case describes the application of group systems to the creation of a group culture for a regional telecommunications start-up organization. Research is reviewed to guide the design process and provide justification for using individual and group systems of goals, feedback, and rewards. Moreover, this case illustrates how academic research can and should inform the practice of organization development. [PUBLICATION ABSTRACT]

O'Donnell, A. "A good employee is the best IT asset." Insurance & Technology **28**(10): 41.

Probst, T. M. "Exploring employee outcomes of organizational restructuring: A Solomon four-group study." Group & Organization Management **28**(3): 416.

Rosenberg, R. "Match your change strategy to your organization's maturity." Nonprofit World **21**(5): 19.

Saxberg, B. O. "Managing Knowledge Workers: Unleashing Innovation and Productivity." Personnel Psychology **56**(2): 539.

Managing Knowledge Workers: Unleashing Innovation and Productivity, by A. D. Amar, is reviewed.

Sebastianelli, R. and N. Tamimi (2003). "Understanding the obstacles to TQM success." The Quality Management Journal **10**(3): 45.

Data were gathered from a national survey of quality managers to examine the obstacles associated with managing a successful quality transformation. Factor analysis on managers' ratings of frequently cited barriers to TQM revealed five underlying constructs: 1) inadequate human resources development and management; 2) lack of planning for quality; 3) lack of leadership for quality; 4) inadequate resources for TQM; and 5) lack of customer focus. Moreover, these empirically derived obstacles were found to be significantly related, in varying degrees, to specific potential outcomes that can be used to measure TQM success (or failure). The potential outcomes considered were frequent turnover of employees, frequent turnover of management, the high cost-benefit ratio of implementing TQM, and quality improvement results rarely meeting expectations. This provides a useful framework for evaluating the relative significance of management-related obstacles to TQM success, and, consequently, for providing direction and guidance in

developing strategies for an effective quality transformation. [PUBLICATION ABSTRACT]

Sheng, Y. P., J. M. Pearson, et al. "Organizational culture and employees' computer self-efficacy: An empirical study." Information Resources Management Journal **16**(3): 42.

IT-based business initiatives, such as ERP and BPR, require high computer self-efficacy among employees because these changes require a large-scale use of computers. Computer self-efficacy is affected by many internal and external factors, for instance, personality, organizational culture, etc. While extensive literature exists on how psychological and sociological factors affect a person's self-efficacy, almost no research has been done on how organizational culture could influence employees' computer self-efficacy. This paper examines the relationship between organizational culture and employees self-efficacy for a sample of 352 subjects. The results from multiple regression and discriminant analysis show teamwork and information flow contribute most to employees' computer self-efficacy.

Smith, S. "It's a 'people' thing." The Canadian Manager **28**(3): 23.

[Mike Salveta]: Well, it's funny, companies get all excited about M/A's and in some cases are prodded on by their bankers. But the fact is, after all the euphoria and hype, only about 50% of deals end up working out. This isn't just our own observations, but based on findings by some big firms like KPMG, Towers Perrin, PwC and AT Kearney. Some studies even put the failure rate as high as 80%. Salveta: Well, what the due diligence allows the buyer to do is get a full picture of the situation. Even if the buyer uncovers some pretty nasty stuff, it doesn't mean they won't move ahead with the acquisition. But now, with more information at hand, they're in a much better negotiating position. It enables the buyer to substantiate a discounted offer, to keep the seller's management honest, to avoid costly surprises and ensure you don't get blindsided. Salveta: One of the reasons that many firms don't do human capital due diligence is because their HR departments don't have a strategic role. In a recent study of 132 executives worldwide, only 21% felt that "HR was fully capable in relation to M&A activity". Only about half of the executives thought HR "understood half of the issues".

Storey, M. A. "Bringing head and heart to coaching." Organization Development Journal **21**(2): 77.

As of this writing, high-powered executives in the United States are alleged to have committed numerous white-collar crimes that have decimated shareholder value, and even forced some companies into bankruptcy. Many thousands of employees are without jobs and retirement savings, and the Dow Jones Industrial Average has lost approximately thirty percent of its value since about September 2001. This essay explores the possibility that had they been coached about the benefits of using one's head and heart, some of the executives would not have lost their perspective on how to "do the right thing," while meeting demands of respective marketplaces, boards of directors, and shareholders. [PUBLICATION ABSTRACT]

Szachowicz-Sempruch, J. "Faking it. Notes on the margins of power theory: Fortune-telling, deconstruction, and organization development." Organization Development Journal **21**(3): 70.

Tomback, M. "The changing landscape of outsourcing." Benefits Quarterly **19**(3): 13.

Between the dynamic challenges employers face and the intense competitive pressures in the vendor community, outsourcing has evolved to give employers more choice and increasingly flexible, creative, and comprehensive services. This article

explores some of the reasons behind the transformation of the outsourcing industry. It then provides information to help employers identify and meet their organization's needs within the changing outsourcing landscape. [PUBLICATION ABSTRACT]

Towler, A. J. "Effects of charismatic influence training on attitudes, behavior, and performance." Personnel Psychology **56**(2): 363.

This study investigated the effectiveness of training in 2 components of charisma (charismatic communication style and visionary content). Forty-one business students received charismatic influence training, presentation skills training, or no training. All participants prepared and gave a speech. Groups of 2-3 students (N = 102) watched 1 of the videotaped speeches and then performed a task based on the speech instructions. Charismatic influence trainees performed better on a declarative knowledge test and exhibited more charismatic behaviors than those in the other conditions. In addition, participants who viewed a charismatic influence trainee performed best. [PUBLICATION ABSTRACT]

Verschoor, C. C. "Eight ethical traits of healthy organization." Strategic Finance **85**(3): 20.

Weatherly, L. A. "The value of people." HRMagazine **48**(9): S1.

Weber, J., L. B. Kurke, et al. "Why do employees steal?" Business and Society **42**(3): 359.

West, J. "Show me the value." Training **40**(8): 62.

Yauch, C. A. and H. J. Steudel "Complementary use of qualitative and quantitative cultural assessment methods." Organizational Research Methods **6**(4): 465.

Young, P. C. and J. Hood "Risk and the outsourcing of risk management services: The case of claims management." Public Budgeting & Finance **23**(3): 109.